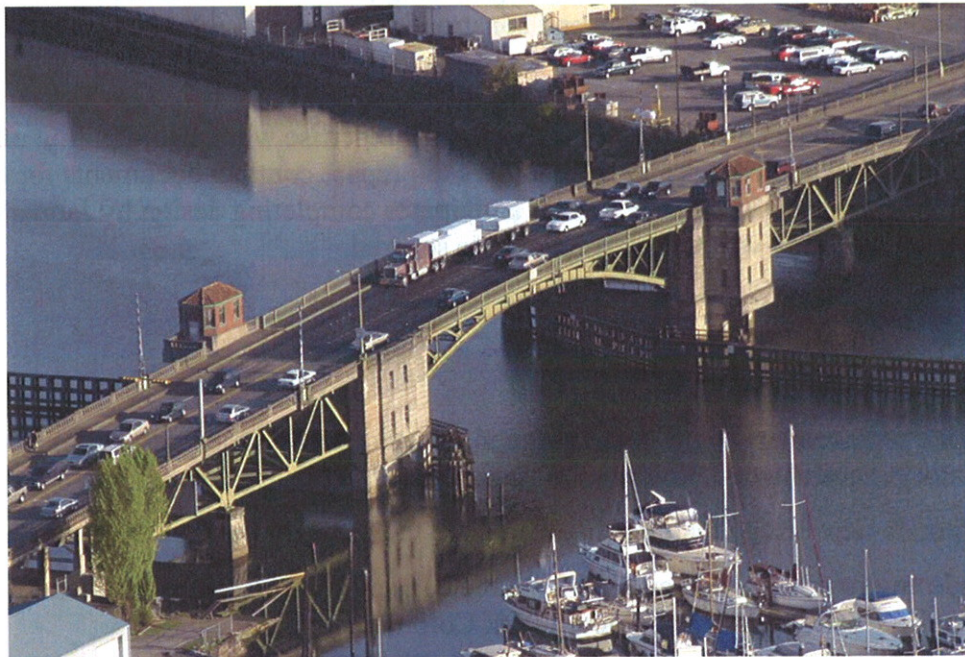




King County

SOUTH PARK BRIDGE (NO. 3179) REPLACEMENT

Capital Improvement Project No. 300197



PROJECT CHARTER

King County Department of Transportation Road Services Division

King Street Center
201 South Jackson Street
Seattle, WA 98104-3856

June 5, 2008

Introduction

This Project Charter has been prepared for the use of personnel involved with the South Park Bridge Replacement Project. The charter is intended to be a guide for the Project Team during the development of construction documents in the Plans, Specifications, and Estimates (PS&E) Phase, to clarify roles and to promote understanding, communication, cooperation and quality for the Project. Portions of the charter may be modified to be consistent with any revisions made to the scope of the Project.

1. Team Mission and Purpose

The mission of the South Park Bridge Replacement Project Team is to prepare engineering design plans, specifications, and estimates for the replacement of South Park Bridge. This will be completed successfully through balancing engineering practice, environmental concerns, operational needs, public impacts, design and construction standards, schedule constraints, and funding requirements.

The purpose of the Project Team is to provide technical expertise while coordinating effectively with multiple jurisdictional bodies and stakeholders to prepare contract documents for the construction of the Project. The Project Team anticipates completing design by January 2010. Three years of construction will follow if funding is secured.

2. Project Vision

The vision of the Project includes the following:

- Design a replacement South Park Bridge in accordance with the latest adopted standards, regulatory requirements, project commitments, and fiscal limitations;
- Incorporate new bridge features that recognize the historic context of the existing bridge;
- Provide environmental and cultural resource conservation measures that benefit the Duwamish riparian habitat and South Park Community;
- Employ construction methods and hazardous material handling that minimize environmental impacts to the project site;
- Employ construction methods that minimize impacts to the existing structures on and adjacent to the project site.

3. Membership

The Project Team consists of three main groups: the Project Management Team, the Core Team, and Other Team Members. Team members are committed to performing their roles and responsibilities through the Design Phase.

A) Project Management Team

The Project Management Team includes the Managing Engineer, the Senior Project Manager, the Project Manager, and the Project Engineer. The key responsibilities of each of these people are described below.

Managing Engineer

The Managing Engineer supervises the engineering and administration of the Project, resolves conflicts elevated to him, and approves major changes to project scope, schedule, and budget.

Senior Project Manager

The Senior Project Manager establishes appropriate skill level required to complete tasks, manages staff workloads, provides professional guidance in functional area of expertise, participates in conflict resolution, supports decision making, and conducts quality control review of the Project in his professional area. *For the South Park Bridge Replacement Project, there will be two Project Managers.*

Project Manager

The Project Manager oversees the Project from pre-design to close-out, directs and evaluates the work of the Project Team, maintains quality assurance and quality control procedures for the Project, establishes communication protocols, negotiates solutions to project issues with stakeholders, resolves conflicts between team members, and manages changes that affect project scope, schedule, and budget.

Project Engineer

The Project Engineer coordinates and reviews the work of the Project Team, provides and solicits information from team members, facilitates discussion to resolve design issues, procures materials and services needed for the Project, supports the contract management process, and assists in developing and tracking project scope, schedule, and budget.

B) Core Team

The Core Team includes the Senior Project Manager, the Project Manager, the Project Engineer, and the Environmental Lead.

C) Other Team Members

Other members of the team include the Design Consultant, the structural engineer, the utility coordinator, the hydraulics engineer, other environmental support staff, public art staff, community relations staff, real estate services staff, construction services staff, traffic engineering staff, surveying staff, and geotechnical staff.

4. Organizational Linkage

The Project Team is managed under the Bridge and Structures Unit of the Engineering Services Section, Road Services Division, Department of Transportation at King County.

5. Boundaries

The Project is bound by its defined scope, schedule, and budget.

6. Team and Individual Responsibilities

Team members with varied specialties will be involved with the Project. All team members will be responsible for adhering to project scope, schedule, and budget in completing their tasks. In addition, team members will:

- Keep up-to-date records and documentation of their work;
- Conform with the latest standards and analysis procedures;
- Provide qualified expertise to fulfill project responsibilities;
- Maintain current knowledge of adopted regulations and requirements;
- Communicate project information to team members;
- Commit to meeting agreed schedules;
- Inform the Project Manager(s) of any schedule, budget, or staff changes;
- Attend project meetings as required.

7. Operating Guidelines

Refer to the Project Management Manual published by King County Department of Transportation, Road Services Division for detailed procedures and policy for communication, decision making, conflict resolution, and change management. The Manual can be found on King County Intranet:

<http://dot.metrokc.gov/roads/engr/projectmgmt/manuals/projmanual/>

A) Communication Strategy

The goal of this communication plan is to develop a well-informed and active team by furnishing each member with up-to-date project information that enables their full contribution toward project success. Frequent and meaningful communication among team members is essential for the success of the Project. This Communication Plan is intended to facilitate this by:

- Establishing protocol for various communication activities;
- Clarifying communication roles and responsibilities;
- Identifying procedures for coordination with outside groups;
- Providing contact information for team members.

Communication to team members will take place on a regular basis through weekly Core Team meetings, bi-weekly progress meetings and management updates, monthly progress

reports, and quarterly project updates, or at any time there is a change to project scope, schedule, or budget. Information will be transmitted in the form of emails, facsimiles, memoranda, letters, transmittals, conversations, teleconferences, formal and informal meetings, briefings, quarterly project updates, and project web site. Team members are encouraged to voice their comments to the Project Manager(s) on project-related matter such as scope, schedule, budget, roles, team member interactions, and overall progress.

Project communication channels are depicted in Figure 1. A team communication flowchart is shown in Figure 2. A list of the team members and their contact information is provided in the Appendix.

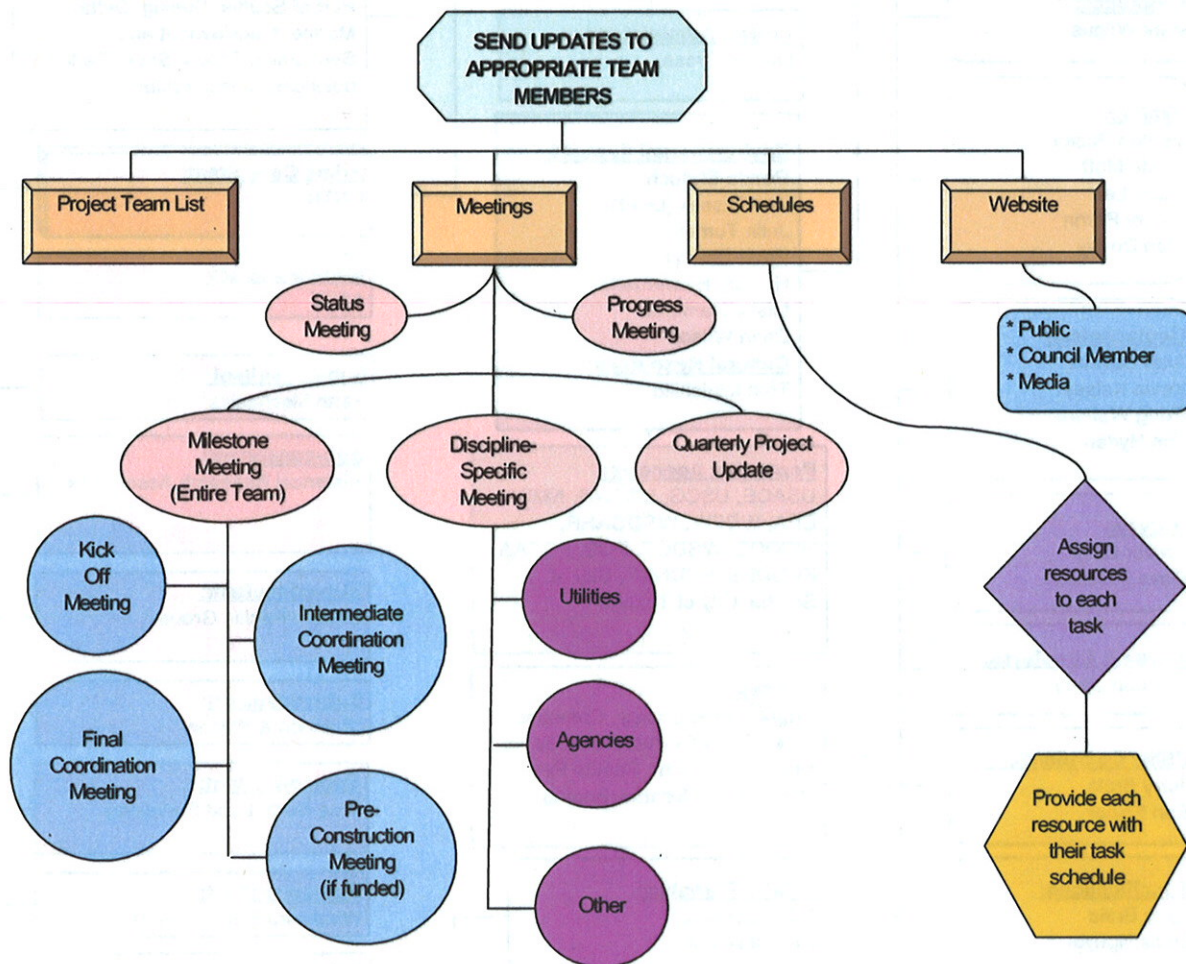


Figure 1: Project Communication Channels

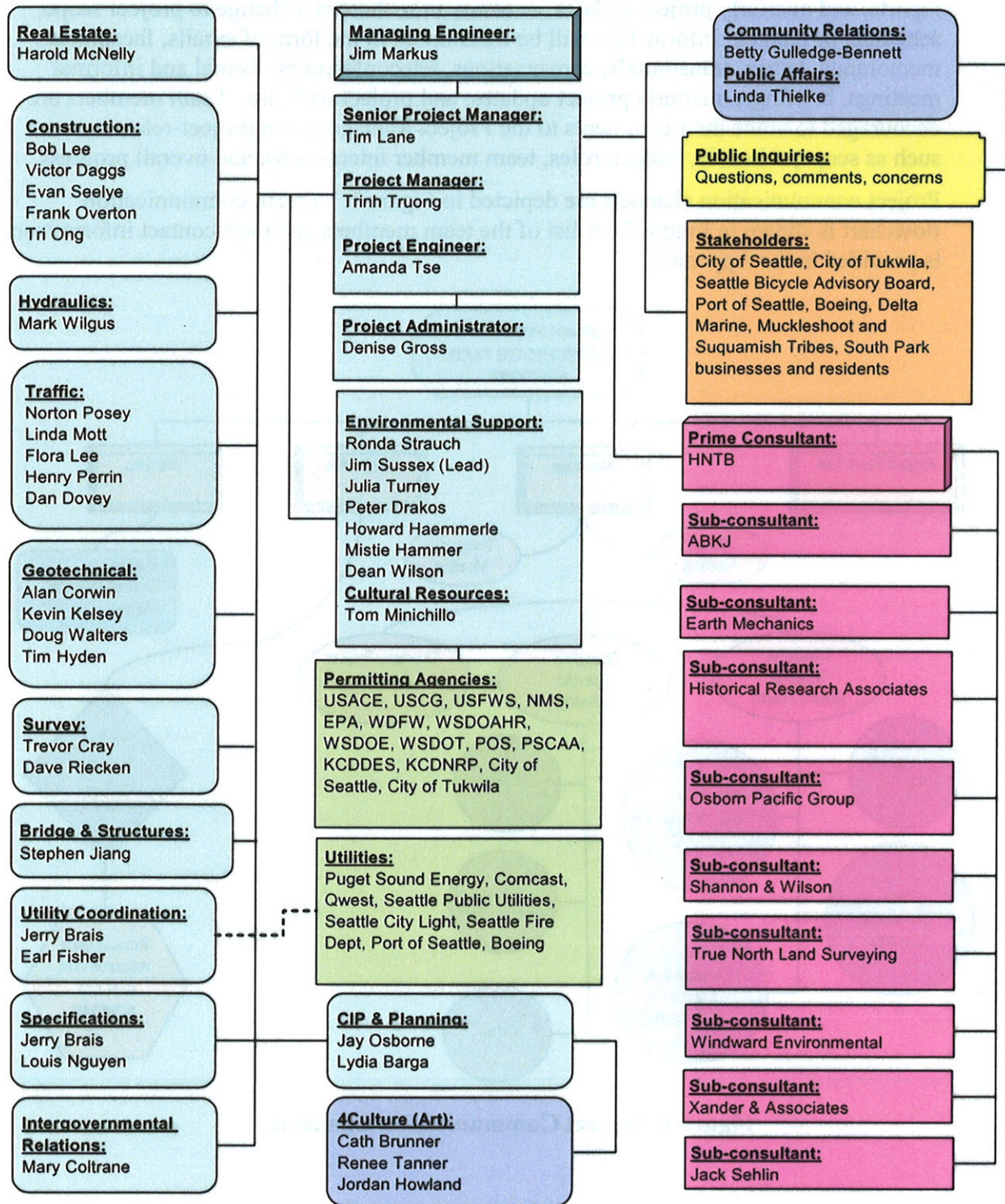


Figure 2: Team Communication Flowchart
(Refer to Appendix for specific roles and responsibilities)

Team Communication

The Project Manager(s) and Project Engineer will be responsible for establishing and maintaining lines of communication between the various disciplines. Once established, each team member is encouraged to communicate with one another. The Project Manager(s) will be copied on all communications that will affect project scope, schedule, and/or budget.

The Project Engineer will be the first point of contact for regular project coordination and information exchange, except for areas of responsibility otherwise designated. The Project Engineer will keep the Project Manager(s) apprised of all relevant project communications. The Project Manager(s) will be contacted immediately if there is change in project scope, schedule, or budget. Electronic or printed information will be forwarded to the Project Manager(s), the Project Engineer, and any other team member(s) who may be affected or find the information helpful.

Team Meetings

Core Team meetings will be held weekly and with King County Engineering Services Section Manager biweekly, unless it is determined there are no issues before the group. Project progress meetings with the Design Consultant will take place every two weeks. Team members will also meet with the City of Seattle monthly and with Boeing quarterly. Discipline-specific meetings will occur on an as-needed basis. Work coordination meetings with the Project Manager(s) will be arranged through the Project Engineer. Upon completion of intermediate design, utility coordination meetings will be held monthly.

Coordination meetings will be conducted when major milestones are reached. These milestones include intermediate design completion, 95% design completion, and pre-construction (if funded). The plans, specifications, and estimates completed at each milestone will be distributed to team members for review at least two weeks before the coordination meeting. Those unable to attend the coordination meeting will submit review comments no later than one day after the meeting.

The following meeting rules will be observed:

1. Begin and end meeting on time.
2. Keep side discussions to a minimum.
3. Switch cell phones to silent/vibrate mode.
4. Listen actively and voice comments openly.
5. Manage airtime constructively.
6. Be open to new ideas, concepts, and thoughts.
7. Be willing to reach consensus.
8. Assume individual responsibility for group progress.
9. Identify next steps and action items.
10. Notify the Project Manager(s) in advance if unable to attend meeting, and send a replacement representative.

11. For all scheduled meetings, the meeting initiator will prepare and distribute the agenda, with the exception of bi-weekly progress meetings, for which the Design Consultant will be responsible. A draft agenda will be distributed for review at least three days prior to the meeting, followed by a final agenda no later than one day before the meeting.
12. When in attendance, the Design Consultant will take meeting minutes and distribute to attendees within five days of meeting. For other meetings, the meeting initiator will be responsible for recording and distributing minutes.

External Communication

The Project Manager(s) will oversee all communications with external organizations and delegate responsibility for primary contact to appropriate staff members. The Project Manager(s) and Project Engineer will be informed in advance of all aspects of coordination of any work with outside agencies, groups, or individuals. Agency inquiries and responses will be coordinated through the Project Manager(s). Necessary contacts and meetings will be coordinated through the Project Engineer. The Environmental Lead is the primary contact and coordinator with permitting agencies.

Citizen inquiries will be forwarded to the Project Manager(s) for response. Incoming correspondence via e-mail will be treated with the same priority as written communication. Telephone inquiries will be forwarded to the Project Manager(s) or the Project Engineer. Regularly scheduled communication with the public will be handled by Community Relations staff and will be provided through meetings, newsletters, postcards, news releases, or project website:

<http://www.metrokc.gov/kcdot/roads/cip/ProjectDetail.aspx?CIPID=300197>

Communication with King County Council members or their staff will be coordinated through the Project Manager(s) via the Engineering Services Section Manager and/or Division Director.

B) Decision Making

The Project Team will make decisions at the lowest level possible and in a timely manner. Appropriate team members will be included as their input is required.

C) Conflict Resolution

The Project Team will manage conflicts at the lowest level possible and in a timely manner. Team members will make every effort to resolve issues within three workdays among themselves with resources available at each level. If a resolution cannot be reached, the issue will be escalated to the Project Manager(s).

The following steps are recommended to facilitate conflict resolution:

1. Present situation from each party's point of view.
2. Promote mutual understanding of each perspective.
3. Identify problem and focus on project issue, not on person.
4. Develop resolution approach.

5. State individual needs, goals, and expectations.
6. Clarify to reach understanding.
7. Define common ground.
8. Brainstorm options for solutions.
9. Consider advantages and disadvantages of each option.
10. Select option(s) that all parties will support.
11. Create implementation plans, specifying action items, duration, timeline, participants, and follow-up evaluation procedures.
12. Implement option(s).
13. Follow up and evaluate.
14. Document and communicate outcome of conflict.

The following guidelines are suggested for fostering healthy working relationships:

1. Be professional and treat each other with respect and dignity.
2. Focus on outcome and stay off side issues.
3. Listen for understanding.
4. Make decisions and resolve issues in a timely manner.
5. Include all affected parties in discussion.
6. Share ideas – all have value.
7. Adhere to principles.
8. Remember Project Vision.
9. Be sensitive to political environment.
10. Be proactive in identifying issues, communicating expectations, and allotting time for resolution.
11. Review Project Charter with new team members to ensure all aspects of the Project are understood.

D) Change Management

Revisions affecting project scope, schedule and/or budget, as well as changes in project personnel, will be announced to the entire Project Team via e-mail, project website, project meeting, or quarterly project update. New team members will sign the Project Charter.

Managing change is an important factor in the success of any project. During project execution, deviation from the scope can come from many sources including the Project Team, a regulatory agency, a third-party stakeholder, or resource availability.

The Risk/Change Management process will be used to resolve a potential change in a thorough and orderly manner that will help maximize the results of positive change and minimize the consequences of negative change.

The following steps are recommended for change management:

1. Identify the Change

- Detect change early.
 - Determine impacts.
 - Identify type and source.
 - Maintain log of change issues.
2. Verify the Change
 - Obtain concurrence from Project Manager(s).
 - If no change, continue with existing work plan.
 - If change exists, follow next step.
 3. Develop Response Strategy
 - What needs to be done?
 - Who will do it?
 - When will it be done?
 - How much will it cost?
 - How much time will it take?
 - Is this within original scope of work?
 - Is there another way to do it?
 4. Communicate Strategy and Gain Endorsement
 - How will it be communicated?
 - Does it comply with project communication plan?
 5. Revise Work Plan and Monitor Effects
 - Adjust work plan to account for changes.
 - Document changes.

8. Measures of Success

The goal of the South Park Bridge Replacement Project is to complete the design of a replacement bridge in accordance to current standards and with minimal impacts to the public and environment, in order to maintain the vital regional transportation link that the bridge currently provides. A successful project will meet this goal while staying within the defined scope, schedule, and budget. Other measures of success include:

- Compliance with the policy established in Project Management Manual throughout the life of the Project;
- Fulfillment of the Project Vision;
- Meeting completion dates for internal and external deliverables;
- Effective communication and collaboration.

APPENDIX

SOUTH PARK BRIDGE (NO. 3179) REPLACEMENT Project Charter

ADDITIONAL PROJECT INFORMATION

1. Background
2. Project Scope
3. Project Schedule
4. Project Budget
5. Services and Responsibilities
6. King County Team Contact List
7. City of Seattle Contact List
8. Design Consultant Team Contact List

1. Background

The South Park Bridge is located along 14th/16th Avenue South between South Cloverdale Street and East Marginal Way South in Seattle, Washington. The 1,045-foot long bridge crosses the Duwamish Waterway, a navigable channel used for commercial, industrial, and recreational purposes. While the bridge is owned by King County and the City of Tukwila, the project area is governed by three local government jurisdictions. The area north of the Duwamish Waterway has its north portion in the City of Seattle and its south portion in the City of Tukwila. The area south of the waterway lies within the City of Seattle on the south and within unincorporated King County on the north. In another process separate from this Project, King County and the City of Seattle are considering annexations and boundary adjustments adjacent to the bridge and in the general South Park/Boeing region.

Built in 1931, this double-leaf bascule bridge is listed on the National Historic Register and designated a King County Landmark. It has a Scherzer rolling-lift movable span connected to 2 steel-trussed and 12 concrete-slab spans on each approach. The bridge has a sufficiency rating of 4 out of 100 and is classified as structurally deficient and functionally obsolete by the Washington State Bridge Inspection System (WSBIS). It has a long history of bridge condition and operational deficiencies and has been deteriorating significantly in recent years, despite continuing repairs and maintenance. The bridge is situated on a deep layer of liquefiable soil and has been weakened by cumulative damage from several previous earthquakes, including the 2001 Nisqually quake. The bridge remains seismically vulnerable with a 1-in-3 chance of experiencing an incapacitating earthquake in the next 10 years. Its deficiencies include cracked and tilting main piers that move under traffic loads and during bridge openings. Ongoing misalignment of the moveable spans necessitates annual repairs. Poor-quality concrete used in the original construction of the bridge is self-destructing due to chemical imbalances. The cracked concrete approach structures have marginal load capacity. The steel trusses and electrical conduits are corroding. The electrical systems are outdated. Costly maintenance and inspections are constantly needed to keep the bridge operational.

The bridge is a critical regional link serving SR-99, SR-509, West Seattle, and the southwest part of King County. It is a T-1 facility carrying over 10 million tons of freight per year and linking north Tukwila and Duwamish manufacturing and industrial centers. The average daily traffic on the bridge is about 20,000 vehicles, 14% of which is comprised of trucks. The bridge is also a transportation connection for Boeing facilities north of the waterway, and serves as a travel way for Metro Transit routes serving the residential South Park community south of the waterway.

Since 1994, King County has considered a great number of engineering concepts to rehabilitate or replace the South Park Bridge. Potential alignments for a replacement bridge were evaluated for land use impacts and construction feasibility. In 2002, several conceptual alternatives for bridge replacement were developed. They included various types of movable-span and fixed-span bridges, as well as a tunnel option. The low-level fixed-span bridge option was eliminated due to its limiting vertical clearance. The vertical lift bridge and swing bridge concepts were removed from further consideration due to their visual and traffic impacts. A tunnel was deemed

undesirable because associated construction activities would cause potentially severe disturbance to known contaminated river bottom soils and sediments. In 2003, rehabilitation methods to preserve and restore the historic features of the existing bridge were investigated. However, the effort to devise a rehabilitation alternative was complicated by the extremely poor condition of major structural elements such as the bascule piers. Some of these elements would need to be reconstructed. In 2005, a Draft Environmental Impact Statement (DEIS) for the Project was issued for public and agency comments. The DEIS discussed the environmental impacts of five alternatives: No Action, Rehabilitation, Bascule Bridge, Mid-Level Fixed-Span Bridge, and High-Level Fixed-Span Bridge. After reviewing comments on the DEIS from the public and government agencies, King County chose the bascule bridge as the preferred alternative in February 2006. This alternative has the least impact to community: small project footprint, low profile, unlimited vertical clearance at waterway crossing, overwhelming support from community, no opposition from agencies, and no disruption to upriver businesses.

Parsons Brinckerhoff Quade and Douglas, Inc. (PB) completed preliminary engineering design of the preferred alternative in August 2007. A request for proposal was later advertised to procure professional engineering services for the intermediate and final design of the Project. HNTB was selected as the Design Consultant, and a notice to proceed was issued in May 2008.

2. Project Scope

The Design Phase of the Project entails the preparation of contract documents including plans, specifications, and estimates for:

- Construction of a new bascule (draw) bridge immediately west (downriver) of the existing South Park Bridge;
- Demolition and removal of the existing bridge after the new bridge begins operation;
- Realignment of local streets located south of the new bridge to improve safety;
- Improvements to existing soils to mitigate liquefaction effects;
- Implementation of environmental and cultural conservation measures;
- Installation of test piles to ascertain impacts of pile driving on the existing bridge;
- Incorporation of a public art component;
- Maintenance of traffic operations on the existing bridge during construction of the new bridge, provided that the existing bridge is deemed safe and minor cost-effective repairs can be reasonably made.

The Project Team will determine property acquisition necessary for the project and acquire as right of way or parcels. The team will also prepare applications for federal, state, and local grants in pursuit of funding needed for project construction in 2010.

3. Project Schedule

The Project is slated for construction in 2010 if funding is secured. The Design Phase of the Project has an estimated duration of 20 months. The biological assessment for the Project has been submitted to regulatory agencies for review; issuance of a biological opinion is anticipated in spring 2009. Preparation of the final environmental impact statement is currently underway; a record of decision is expected in summer 2009.

Target completion dates for project milestones are as follows:

- Value Engineering Study – July 2008
- Foundation Alternative Evaluation – July 2008
- Intermediate Design Submittal – May 2009
- 95% Design Submittal – October 2009
- 100% Design Submittal – December 2009
- Permitting and Right-of-Way Acquisition* – End of 2009
- Construction Contract Advertisement* – January 2010
- Construction Contract Award* – March 2010
- Construction* – May 2010 through March 2013

* If funded

4. Project Budget

The 2008 adopted budget is \$13.8 million. The budget for the entire Project from 2001 through 2013 is \$21.9 million. This includes a Surface Transportation Program (STP) grant of \$5 million that has been awarded for the design of a new bridge. An additional \$136.8 million is needed for construction and right-of-way acquisition.

The current budget is sufficient to support project design only. If construction and right-of-way funding cannot be secured, the bridge will be taken out of service in 2010 for safety and operational reasons.

5. Services and Responsibilities

King County – Owner

As the owner of the project, King County will be the sole approval authority and will provide project oversight, support, direction, and coordination.

King County			
Team Member	Function	Key Services	Project Responsibilities
Jim Markus	<i>Managing Engineer</i>	<ul style="list-style-type: none"> • Work program management 	<ul style="list-style-type: none"> • Approve major changes to project scope, schedule, and budget • Ensure compliance with policies and procedures • Facilitate decision making and conflict resolution • Manage project stakeholder relationships
Timothy Lane	<i>Senior Project Manager</i>	<ul style="list-style-type: none"> • Project management • Resource allocation • Professional guidance • Quality control • Main point of contact for management, agency, media, community advisory group, project stakeholder, and public inquiries 	<ul style="list-style-type: none"> • Advise on project scope, schedule, and budget • Monitor project progress • Evaluate resource requirements and provide staffing • Work with project staff to resolve complex issues • Define quality standards • Perform quality control review of design submittals • Prepare management and official briefings • Coordinate external communication • Evaluate project change • Coordinate with Art Commission • Advise on conflicts between team members
Trinh Truong	<i>Project Manager</i>	<ul style="list-style-type: none"> • Project management • Quality control • Conflict resolution • Change management 	<ul style="list-style-type: none"> • Manage project scope, schedule, and budget • Track project progress and expenditures • Update CIP database • Review and validate consultant invoices • Perform quality control review of design submittals • Resolve conflicts between team members • Maintain project communication protocol • Evaluate and manage project change • Coordinate with Real Estate Services

King County			
Team Member	Function	Key Services	Project Responsibilities
Amanda Tse	<i>Project Engineer</i>	<ul style="list-style-type: none"> • Project management support • Contract management support • Team coordination 	<ul style="list-style-type: none"> • Assist in tracking project scope, schedule, and budget • Prepare contract documents • Coordinate with project team for information exchange • Perform quality control review of design submittals • Distribute project documents and compile review comments • Arrange project meetings • Maintain project files and documentation • Procure project supplies, equipment, and services
Denise Gross	<i>Project Administrator</i>	<ul style="list-style-type: none"> • Contract administration 	<ul style="list-style-type: none"> • Track contract costs • Verify consultant invoices
Stephen Jiang	<i>Bridge and Structures</i>	<ul style="list-style-type: none"> • Structural design review • Technical advisory 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Advise on technical issues and functions
Jay Osborne Lydia Barga	<i>CIP and Planning</i>	<ul style="list-style-type: none"> • Funding management • Contract management • Agency (WSDOT/FHWA) coordination 	<ul style="list-style-type: none"> • Coordinate grant applications and ensure compliance with requirements • Track federal, state, and local funding • Manage contracts and supplements • Coordinate with Washington State Department of Transportation and Puget Sound Regional Council
Mary Coltrane	<i>Intergovernmental Relations</i>	<ul style="list-style-type: none"> • Interagency agreements 	<ul style="list-style-type: none"> • Prepare inter-local agreements with City of Seattle
Linda Thielke	<i>Public Affairs</i>	<ul style="list-style-type: none"> • Public information • Media coordination 	<ul style="list-style-type: none"> • Prepare news releases to media • Distribute road closure notification • Respond to media inquiries
Betty Gullede-Bennett	<i>Community Relations</i>	<ul style="list-style-type: none"> • Public outreach 	<ul style="list-style-type: none"> • Implement public outreach plan • Prepare public outreach documents • Respond to public inquiries

King County			
Team Member	Function	Key Services	Project Responsibilities
Harold McNelly	<i>Real Estate Services</i>	<ul style="list-style-type: none"> • Right-of-way easement and property acquisition • Right-of-way property management • Title reports • Rights of entry • Legal description review 	<ul style="list-style-type: none"> • Negotiate and procure right-of-way easements and properties • Respond to inquiries from property owners • Manage right-of-way properties • Obtain title reports and rights of entry • Review on legal descriptions and right-of-way plans
Bob Lee Victor Daggs Evan Seelye Frank Overton Tri Ong	<i>Construction Services</i>	<ul style="list-style-type: none"> • Constructability review • Construction documentation • Construction contract administration • Construction inspection 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Assess design constructability • Review construction schedule and cost estimates
Jerry Brais Earl Fisher	<i>Utility Coordination</i>	<ul style="list-style-type: none"> • Utility Coordination 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Obtain utility as-built drawings from utility agencies • Distribute intermediate and final design plans to utility agencies • Coordinate and prepare utility agreements as needed • Schedule and attend utility coordination meetings • Prepare and distribute agenda and minutes for utility meetings
Jerry Brais Louis Nguyen	<i>Specifications</i>	<ul style="list-style-type: none"> • Contract specifications 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Prepare construction contract specifications package (special provisions to be provided by consultant)

King County			
Team Member	Function	Key Services	Project Responsibilities
Mark Wilgus	<i>Water and Land Resources</i>	<ul style="list-style-type: none"> • Drainage design review • Technical Information Report (TIR) review • Hydraulics review 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Review TIR • Review scour analysis report • Review drainage plans and water quality design
Norton Posey Linda Mott Flora Lee Henry Perrin Dan Dovey	<i>Traffic Engineering</i>	<ul style="list-style-type: none"> • Traffic signal and street lighting design review • Roadway and intersection traffic analysis • Roadway channelization design review • Roadway signing review • Traffic control coordination 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Review signal and illumination design • Prepare traffic analysis • Review signing and channelization • Coordinate traffic detours
Alan Corwin Kevin Kelsey Doug Walters Tim Hyden	<i>Geotechnical Engineering</i>	<ul style="list-style-type: none"> • Geotechnical review • Foundation design • Pavement design • Material testing and acceptance • Material specifications • Material certification and documentation 	<ul style="list-style-type: none"> • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Review geotechnical reports • Coordinate soil borings with consultant • Specify foundation requirements for signal and lighting standards • Perform pavement design analysis • Recommend pavement section design • Certify materials for construction (if funded) • Provide support for test pile program
Trevor Cray Dave Riecken	<i>Survey</i>	<ul style="list-style-type: none"> • Boundary and pickup surveys • Construction staking • Legal descriptions 	<ul style="list-style-type: none"> • Review legal descriptions and right-of-way plans • Review intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Perform pickup surveys as needed • Provide updated base map information in AutoCAD format and associated data exchange files

King County			
Team Member	Function	Key Services	Project Responsibilities
Ronda Strauch Jim Sussex Julia Turney Peter Drakos Howard Haemmerle Mistie Hammer Dean Wilson	<i>Environmental Support and Compliance</i>	<ul style="list-style-type: none"> • SEPA/NEPA environmental documentation • Environmental impact analysis • Mitigation planning and monitoring • Landscaping and temporary erosion and sediment control • Regulatory and permitting requirements and coordination 	<ul style="list-style-type: none"> • Review and develop environmental aspects of intermediate and final design submittals • Attend intermediate and final coordination meetings and pre-construction conference (if funded) • Perform all coordination work needed to complete the environmental impact statement (EIS) process • Review mitigation design • Review landscaping and erosion control design • Prepare applications and secure all necessary environmental permits • Track environmental commitments and compliance during construction (if funded)
Tom Minichillo	<i>Cultural Resources</i>	<ul style="list-style-type: none"> • Archaeological resources 	<ul style="list-style-type: none"> • Coordinate with agencies on archaeological and historical resource issues • Provide support for Section 106 process

4Culture – King County Cultural Services Agency

As King County's designated cultural services agency, 4Culture will administer the artist contract and art budget for the Project.

4Culture			
Team Member	Function	Key Services	Project Responsibilities
Cath Brunner Renee Tanner Jordan Howland	<i>Public Art</i>	<ul style="list-style-type: none"> • Art administration 	<ul style="list-style-type: none"> • Manage artist contract

Design Consultant

As the Prime Consultant, HNTB will be responsible for all aspects of work necessary for the completion of Plans, Specifications, and Estimates (PS&E) for the Project. This includes scheduling, documentation, coordination, and integration of sub-consultant responsibilities including but not limited to the design of bridge and structures, roadway, drainage, hydraulics, landscaping, traffic, geotechnical engineering, right-of-way, and environmental impacts as defined in the scope of work for Contract No. E00082E07.

Design Consultant		
Name	Key Services	Project Responsibilities
HNTB	<ul style="list-style-type: none"> • Project Management and Administration • Bascule Bridge and Structure Design • Mechanical and Electrical Design • Bridge and Landscape Architecture • Civil Design Including Roadway, Drainage, Traffic Signalization, and Illumination • Right-of-Way Plan Preparation • Utility Coordination • Green Building • Risk Evaluation • Constructability Review • Construction Scheduling • Contract Specifications 	<ul style="list-style-type: none"> • Manage project and coordinate work with design team including all sub-consultants • Track project activities to ensure timely completion of deliverables within budget • Attend progress and coordination meetings • Perform quality assurance and quality control prior to submittal • Prepare plans, specifications and estimates for right of way, bascule bridge, architectural, and civil design • Prepare exhibits for community and public meetings • Coordinate with artist to integrate artwork • Identify utility conflicts • Incorporate green building practices • Support value engineering study
ABKJ	<ul style="list-style-type: none"> • Approach Structure Design • Pier Protection Design • Retaining Wall Design 	<ul style="list-style-type: none"> • Perform project coordination and administration • Prepare plans and specifications for approach structure, pier protection, and retaining wall design
Windward Environmental, LLC	<ul style="list-style-type: none"> • Environmental Studies and Technical Investigations • Erosion Control 	<ul style="list-style-type: none"> • Provide technical information for permitting • Update technical studies in accordance to environmental regulations • Prepare erosion control design
Earth Mechanics, Inc.	<ul style="list-style-type: none"> • Geotechnical Investigations • Bascule Foundation Design (Sunken Caissons) 	<ul style="list-style-type: none"> • Perform earthquake engineering studies and develop foundation design parameters for sunken caisson design
Historical Research Associates, Inc.	<ul style="list-style-type: none"> • Archaeology and Historic Preservation 	<ul style="list-style-type: none"> • Provide archaeological information for permitting • Update historic preservation studies

Osborn Pacific Group, Inc.	<ul style="list-style-type: none"> • Environmental Mitigation 	<ul style="list-style-type: none"> • Prepare mitigation plans for habitat reconstruction, bank stabilization, and land redevelopment
Shannon & Wilson, Inc.	<ul style="list-style-type: none"> • Geotechnical Investigations • Bridge Approach Foundation Design (Drilled Shafts) • Hazardous Material Survey and Planning 	<ul style="list-style-type: none"> • Perform earthquake engineering studies and develop foundation design parameters for drilled shaft design for approach structures • Perform geotechnical design analyses for retaining wall and roadway features
True North Land Surveying, Inc.	<ul style="list-style-type: none"> • Survey Mapping • Right-of-Way Legal Description Preparation 	<ul style="list-style-type: none"> • Identify areas requiring additional survey • Integrate survey data • Prepare legal descriptions for properties affected by project
Xander & Associates	<ul style="list-style-type: none"> • Environmental Permitting Support 	<ul style="list-style-type: none"> • Provide technical information for securing permits, regulatory approvals, and agreements
A. A. Sehlin	<ul style="list-style-type: none"> • Construction Cost Estimating 	<ul style="list-style-type: none"> • Prepare construction cost estimates

City of Seattle – Stakeholder

As a stakeholder, the City of Seattle will be given opportunities to comment on the project design.

<i>City of Seattle</i>		
Name	Key Services	Project Responsibilities
John Arnesen John Buswell Amy Yamabe	<ul style="list-style-type: none"> • Project Stakeholder • Permitting Agency • Technical Advisory 	<ul style="list-style-type: none"> • Meet monthly with the County • Facilitate permitting within the City's jurisdiction • Coordinate inter-local agreements with the County • Advise on technical design issues • Facilitate coordination and review with City departments as needed • Review intermediate and final design submittals • Attend intermediate and final coordination meetings, pre-construction conference (if funded), and other coordination meetings as needed

6. King County Team Contact List

(* Core Team Member)

Name	Organization	Function	Telephone	FAX	E-mail
Jim Markus	KCDOT Bridge & Structural Design	Managing Engineer	206-296-8020	206-205-5531	Jim.Markus@kingcounty.gov
Timothy Lane*		Senior Project Manager	206-296-3708	206-205-5531	Tim.Lane@kingcounty.gov
Trinh Truong*		Project Manager	206-296-8082	206-205-5531	Trinh.Truong@kingcounty.gov
Amanda Tse*		Project Engineer	206-263-7340	206-205-5531	Amanda.Tse@kingcounty.gov
Stephen Jiang		Structural Engineer	206-296-8785	206-205-5531	Stephen.Jiang@kingcounty.gov
Denise Gross		Project Administrator	206-205-5209	206-205-5531	Denise.Gross@kingcounty.gov
Ronda Strauch	KCDOT Environmental	Supervising Environmental Engineer	206-205-1561	206-296-0567	Ronda.Strauch@kingcounty.gov
Jim Sussex*		Environmental Lead	206-296-8737	206-296-0567	Jim.Sussex@kingcounty.gov
Howard Haemmerle		Senior Environmental Engineer	206-296-8767	206-296-0567	Howard.Haemmerle@kingcounty.gov
Mistie Hammer		Environmental Engineer	206-296-3704	206-296-0567	Mistie.Hammer@kingcounty.gov
Peter Drakos		Environmental Engineer	206-263-0428	206-296-0567	Peter.Drakos@kingcounty.gov
Julia Turney		Environmental Engineer	206-296-0267	206-296-0567	Julia.Turney@kingcounty.gov
Dean Wilson		Landscape Architect	206-296-6558	206-296-0567	Dean-A.Wilson@kingcounty.gov
Tom Minichillo	KCDOT Cultural Resources	Archaeologist	206-296-8085	206-296-0566	Tom.Minichillo@kingcounty.gov
Trevor Cray	KCDOT Survey	Supervising Engineer	206-205-9910	206-296-7719	Trevor.Cray@kingcounty.gov
Dave Riecken		Senior Engineer	206-205-9917	206-296-7719	Dave.Riecken@kingcounty.gov
Bob Lee	KCDOT Construction	Construction Management Supervising Engineer	206-423-1053	206-296-0565	Robert-K.Lee@kingcounty.gov
Victor Daggs		Resident Engineer	206-423-1063	206-296-0565	Victor.Daggs@kingcounty.gov
Evan Seelye		Construction Engineer	206-423-1123	206-296-0565	Evan.Seelye@kingcounty.gov

Name	Organization	Function	Telephone	FAX	E-mail
Frank Overton		Countywide Projects Supervising Engineer	206-423-1005	206-296-0565	Frank.Overton@kingcounty.gov
Tri Ong		Senior Engineer	206-296-8881	206-296-0565	Tri.Ong@kingcounty.gov
Jerry Brais		Contract Specifications Supervising Engineer	206-296-8299	206-296-0567	Jerry.Brais@kingcounty.gov
Louis Nguyen		Senior Engineer	206-205-5216	206-296-0567	Louis.Nguyen@kingcounty.gov
Earl Fisher		Utility Coordinator	206-296-6576	206-296-0565	Earl.Fisher@kingcounty.gov
Norton Posey	KCDOT Traffic	Traffic Systems Supervising Engineer	206-263-6137	206-296-0176	Norton.Posey@kingcounty.gov
Flora Lee		Traffic Analysis Senior Engineer	206-263-6142	206-296-0176	Flora.Lee@kingcounty.gov
Linda Mott		Signal Design Senior Engineer	206-263-6140	206-296-0176	Linda.Mott@kingcounty.gov
Henry Perrin		Channelization Senior Engineer	206-263-6138	206-296-0176	Henry.Perrin@kingcounty.gov
Dan Dovey		Traffic Control Coordinator	206-263-6144	206-296-0176	Dan.Dovey@kingcounty.gov
Alan Corwin	KCDOT Geotechnical	Supervising Geotechnical Engineer	206-296-7711	206-296-0179	Alan.Corwin@kingcounty.gov
Kevin Kelsey		Senior Geotechnical Engineer	206-296-7712	206-296-0179	Kevin.Kelsey@kingcounty.gov
Doug Walters		Senior Geotechnical Engineer	206-296-7708	206-296-0179	Doug.Walters@kingcounty.gov
Tim Hyden		Geotechnical Engineer	206-205-7119	206-296-0179	Timothy.Hyden@kingcounty.gov
Harold McNelly	KCDES Real Estate Services	Property Acquisition Supervisor	206-296-0883	206-296-0196	Harold.McNelly@kingcounty.gov
Mark Wilgus	KCDNRP Water & Land Resources	Senior Engineer	206-263-6324	206-296-8033	Mark.Wilgus@kingcounty.gov
Betty Gullledge- Bennett	KCDOT Community Relations	Community Relations & Communications Manager	206-263-3436	206-263-3489	Betty.Gulledge-Bennett@kingcounty.gov
Linda Thielke	KCDOT Public Affairs	Public Affairs Specialist	206-684-1151	206-263-3187	Linda.Thielke@kingcounty.gov
Jay Osborne	KCDOT CIP & Planning	CIP Program Manager	206-296-3746	206-296-0566	Jay.Osborne@kingcounty.gov
Lydia Barga		Contracts Program Manager	206-263-6027	206-296-0566	Lydia.Barga@kingcounty.gov

Name	Organization	Function	Telephone	FAX	E-mail
Mary Coltrane	KCDOT Intergovernmental Relations	Intergovernmental Relations Coordinator	206-296-3724	206-296-0566	Mary.Coltrane@kingcounty.gov
Cath Brunner	4Culture	Public Art Director	206-296-8680	206-296-8629	Cath.Brunner@4culture.org
Jordan Howland	4Culture	Public Art Coordinator	206-296-4137	206-296-8629	Jordan.Howland@4culture.org

7. City of Seattle Contact List

Name	Organization	Function	Telephone	FAX	E-mail
John Arnesen	SDOT	Supervising Project Manager	206-684-8921	206-684-3238	John.Arnese@seattle.gov
John Buswell	SDOT	Roadway Structures Engineering Supervisor	206-684-5301	206-615-0798	John.Buswell@seattle.gov
Amy Yamabe	SDOT	Roadway Structures Project Engineer	206-684-5239	206-615-1237	Amy.Yamabe@seattle.gov
Yuling Teo	SDOT	Structural Design Supervisor	206-733-9244	206-615-1237	Yuling.Teo@seattle.gov
Richard Smith	SPU	Engineering Strategic Advisor	206-684-5012	206-233-1532	Richard.Smith@seattle.gov
Charles Madden	SPU	Project Management Manager	206-684-5977	206-684-8535	Charlie.Madden@seattle.gov
Elizabeth Anderson	SPU	Senior Engineer	206-684-5156	206-233-1532	Elizabeth.Anderson@seattle.gov
Richard Kent	SCL	Energy Delivery Engineering Director	206-684-3076	206-684-3945	Richard.Kent@seattle.gov
Liman Zhuang	SCL	Project Engineer	206-615-1001		Liman.Zhuang@seattle.gov
Kenny Pittman	Office of Policy & Management	Senior Policy Advisor	206-684-8364	206-233-0085	Kenny.Pittman@seattle.gov

8. Design Consultant Team Contact List

Prime Consultant		HNTB Corporation 600-108th Avenue NE, Suite 900 Bellevue, WA 98004 Phone: (425) 455-3555 Fax: (425) 453-9179	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Daniel Dixon	Vice President	(425) 450-2529	ddixon@hntb.com
Rich Johnson	Project Manager	(425) 450-2510 (425) 941-0962 cell	rjohnson@hntb.com
James Hagensen	Deputy Project Manger	(425) 450-2541	jhagensen@hntb.com
Doug Calder	Quality Manager	(206) 473-7061	dcalder@hntb.com
Semyon Treyger	Lead Structural Engineer	(425) 450-2591	STreyger@hntb.com
Jerry Dorn	Structural Engineer	(425) 450-2530	GDorn@hntb.com
Yang Jiang	Bridge Engineer	(425) 450-2551	YJiang@hntb.com
Ted Zoli	Lead Bascule Engineer	(212) 915-9588	TZoli@hntb.com
Garry Tow	Bascule Engineer	(212) 915-9578	GTow@hntb.com
Salima Nagji	Lead Civil Engineer	(425) 450-2596	SNagji@hntb.com
Monty Freas	Roadway Engineer	(425) 450-2737	MFreas@hntb.com
Jim Rhodes	Drainage Engineer	(425) 450-2520	JRhodes@hntb.com
Brian Elrod	Lead Landscape Architect	(425) 450-2504	BElrod@hntb.com
Pete Smith	Environmental Lead	(425) 450-2584	PSmith@hntb.com
Greg DeMond	Lead Bridge Architect	(816) 527-2232	GDemond@hntb.com
Gary Peters	Lead Bascule Electrical	(816) 527-2444	GPeters@hntb.com
Mark Green	Lead Bascule Mechanical	(816) 527-2461	MWGreen@hntb.com
Jason Rodriguez	Lead CAD Technician	(425) 450-2726	JBRodriguez@hntb.com
Lai-Bing Yau Lam	Administrative Assistant	(425) 450-2731	LYaulam@hntb.com
Barb Batt	Project Administration	(425) 456-8541	bbatt@hntb.com

Sub-Consultant		ABKJ 800 Fifth Avenue, Suite 2500 Seattle, Washington 98104	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Pong Jongjitirat	Principal	(206) 340-2255 (206) 340-2266 fax	pongi@abkj.com
Luke Su	Project Manager	(206) 340-2255 (206) 340-2266 fax	luke@abkj.com

Sub-Consultant		Windward Environmental, LLC 200 West Mercer Street, Suite 401 Seattle, Washington 98119	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Warren Hansen	Project Manager	(206) 812-5406	warrenH@windwardenv.com

Sub-Consultant		Earth Mechanics, Inc. 17660 Fountain Valley, Suite E Fountain Valley, CA 92708	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Hubert Law	Principal/Engineer	(714) 751-3826	h.law@earthmech.com
Po Lam	Principal/Engineer	(714) 478-4617 cell	plam@earthmech.com

Sub-Consultant		Historical Research Associates, Inc. 1904 Third Avenue, Suite 240 Seattle, WA 98101	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Brent Hicks	Associate Archaeologist	(206)343-0226 x17 (206) 284-8865	bhicks@hrassoc.com

Sub-Consultant		Osborn Pacific Group, Inc. 2125 Western Avenue, Suite 502 Seattle, WA 98121	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Kirk Hackler	Project Manager / Sr. Landscape Architect / Environmental Designer	(206) 284-8865	khackler@osbornpacific.com

Sub-Consultant		Shannon & Wilson, Inc. 400 North 34th Street, Suite 100 Seattle, WA 98103	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Ming-Jiun (Jim) Wu	Principal	(206) 695-6820 direct (206) 632-8020 main	jw@shanwil.com
Scott Gaulke	Principal	(206) 695-6893 direct (206) 632-8020 main	swg@shanwil.com
Hisham Saredidine	Project Manager	(206) 695-6873 direct (206) 633-6777 fax	hjs@shanwil.com

Sub-Consultant		True North Land Surveying, Inc. 815 South Weller Street, Suite 200 Seattle, WA 98104	
<i>Name</i>	<i>Title</i>	<i>Telephone</i>	<i>Email</i>
Tim Ingraham	Principal / Project Surveyor	(206) 332-0800 (206) 332-0802 fax	tim@truenorthlandsurveying.com

Sub-Consultant		Xander & Associates 4338 NE 57th Street Seattle, WA 98105	
Name	Title	Telephone	Email
Pam Xander	Project Manager	(206) 784-3191	pjlooo@aol.com

Sub-Consultant		A. A. Sehlin 27282 Lakewood Drive NW, Isanti, MN 55040 418 Emerald Bay Circle #C-8, Naples FL 34110	
Name	Title	Telephone	Email
Jack Sehlin	Construction Engineer	(763) 444-4232 (239) 594-7009	jsehlin@msn.com